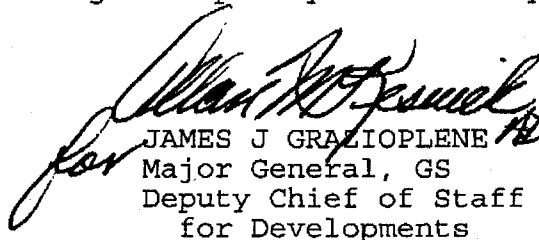


6 May 02

MEMORANDUM FOR DCSDEV Personnel

SUBJECT: Meeting Attendance and Backbrief Policy

1. The purpose of this memorandum is to make DCSDEV personnel aware of the need to properly prepare for meetings and the requirement to report on them in a timely manner.
2. In accordance with previous verbal guidance, preparing for, attending, and reporting on meetings is essential to an efficient and effective organization. In order to increase communication, leverage resources, and maximize decision-making capabilities, it is imperative that action officers be prepared for meetings they attend, that they appropriately represent the organization, and that they report back through the chain-of-command on the meeting within 48 hours of attendance.
3. It is important that Directors fully understand the pertinent issues and convey guidance to their representative prior to their action officers' attendance at meetings. Representatives should be thoroughly equipped to attend the meeting by understanding the purpose, expected outcome, and issues to be presented at the meeting. Having this information fully empowers action officers to appropriately represent the organization in an active, rather than passive, role. With proper preparation, action officers should also be capable of addressing specific issues rather than generic processes.
4. After the meeting or trip, a report must be prepared within 48 hours. The report should capture the specific purpose of the meeting, decisions made, the TRADOC position represented, key issues, guidance required, the way-ahead, an overall assessment of the meeting, and any required follow-on actions or tasks. This will be done via a one-page email with no attachments or enclosures sent to the respective Director. Directors will forward emails pertaining to meetings requiring senior leadership involvement or notification to the appropriate ADCS and schedule a top-line backbrief with them summarizing the significant events of the meeting.
5. Effective communication is essential as we transform, therefore, I am implementing this policy immediately.


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